

Statement for Management Florissant Fossil Beds National Monument

April 1995



Definitions

Statement for Management

The Statement for Management (SFM) documents the park's purpose, significance, management objectives, obstacles to achieving those objectives, owners of the obstacles, and actions that need to be taken to overcome the obstacles.

Management Assessment Process

A three-day management assessment workshop is conducted at each park area with participants from the park area, the regional office, and the public. The session clearly defines the park's purpose, significance, management objectives, obstacles, owners, and actions. This information has been incorporated into the park's statement for management, and forms the basis for developing and justifying future regional programs and identifying how funding and staffing will be allocated.

The management assessment process begins by looking at the park's legislation in an effort to clearly define the park's purpose and significance. The next step is to identify management objectives, which are broad, conceptual descriptions of what the park could be like, based on the kinds of resource conditions, visitor services, and administrative goals the National Park Service wishes to provide. Obstacles are then identified. Obstacles are impediments or barriers to achieving management objectives. Next, actions and owners are identified. Actions are steps required to remove obstacles, and owners are individuals or groups that are identified as responsible for each action.

In the future, the SFM will be revised as necessary to ensure that it reflects a current view of the park, both internally and within its regional context. The management objectives, obstacles, actions, and owners will be reviewed annually by park staff.

Recommended by:

/s/John Lujan
Acting Superintendent,
Florissant Fossil Beds
National Monument

April 1995
Date

Approved by:


~~for~~ Michael D. Smith
Regional Director,
Rocky Mountain Region

4-21-95
Date



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Planning the Future

Management Assessment Workshop December 16 - 19, 1993 The Nature Place, Colorado

As we move toward the next century, we are looking ahead at our future and our mission. The purpose of this workshop has been to reaffirm Florissant Fossil Beds National Monument's role and purpose and its relation to the National Park System.

The ideas generated by the participants in this workshop and documented in this report will help provide direction and defensible rationale in future decision making.

The accomplishments of this session included:

- purpose statements
- significance statements
- management objective statements
- obstacles and their owners

Participants

Florissant Fossil Beds National Monument

Dale Ditmanson
Dottie Depperschmidt
Bill Dexter
Margaret Johnston
Dave Karlin
Doris Kneuer
Brian Lakes
Sheryl Sether
Tom Snoke
Bob Vander Zwaag
Laine Weber

Rocky Mountain Region

Connie Cheever
Wayne Gardner
Stuart Meehan
Michael Snyder
Matt Wilson
Tom Wylie

Shareholders

Jo Beckwith, Business Manager, Rocky Mountain Nature Association
Kent Borges, President, Friends of the Florissant Fossil Beds
Ellen Cesarone, Staff Assistant, U.S. Congressman Joel Hefley
Cal Elder, Teller County Board of Commissioners
Bettie Feltes, President, Florissant-Lake George Chamber of Commerce
Carley Johnson, Field Representative, U.S. Senator Hank Brown
Gregg Nootbaar, Park Manager, Mueller State Park
Rick Sanborn, Colorado Outdoor Education Center
Wendy Straight, Executive Director, Woodland Park Chamber of Commerce and
Teller County Tourism Council
Paul Trentzsch, Bureau of Land Management

Purpose

Definition: The reason or reasons for which Florissant Fossil Beds National Monument was set aside as a part of the national park system. Purpose statements are based upon legislation, legislative history, and historic trends.

The purpose statements below reflect what we believe is the legislative intent for Florissant Fossil Beds National Monument. Other legislation affecting the national park system, such as the 1916 Organic Act, National Environmental Policy Act, National Historic Preservation Act, and Endangered Species Act influence management at Florissant Fossil Beds National Monument and every other unit in the system.

- To preserve and interpret for the benefit and enjoyment of present and future generations the excellently preserved insect and leaf fossils and related geologic sites and objects.
- To manage the national monument in accordance with the National Park Service 1916 Organic Act-- ". . .to conserve the scenery and the natural and historic objects and the wildlife and to provide for enjoyment. . ."
- To promote controlled scientific exploration and research and to advance our knowledge of fossils and other geologic resources.

Significance

Definition: Significance is summarized in statements that capture the essence of Florissant Fossil Beds National Monument's importance to our natural and cultural heritage. Significance statements are not an inventory of significant resources but rather describe the importance or distinctiveness of the aggregate of resources in the park.

- The Florissant shales contain the largest variety of fossil Arthropods (such as spiders and insects) found anywhere in the world.
- There are more fossils found in volcanic deposition than in any other place.
- The quality of fossil preservation, including details, delicacy, texture, fragility, and beauty is unsurpassed.
- The abundance of finely detailed dragonflies, beetles, ants, butterflies, flies, fish, plants, ferns, leaves, pollen, flowers, mammals, birds and the enormity of the petrified sequoia stumps evoke a sense of wonder for visitors.
- The park provides outdoor recreational opportunities easily accessible to the major population area along the front range.
- Florissant provides educational opportunities and resources not found anywhere else in North America.
- The monument contains resources that are significant to the Ute tribal cultures.
- Florissant is a key element of a larger ecosystem that provides critical habitat for migrating and resident wildlife. The resources become more crucial as development within the region increases.
- Florissant is an integral part of the Pikes Peak Region tourism economy.
- Florissant includes a number of life zones that support a wide variety of plants, including rare life forms that are rapidly being impacted within the region due to development.
- The park provides quiet, solitude, unassuming beauty with opportunities for contemplation, rejuvenation, perspective, and an appreciation for nature, all within a short drive of an urban environment.

- The park creates an opportunity to enhance the values of preservation and protection with a global perspective.
- Park lands with open pine forests, rocky outcrops, and flowering meadows contribute to an unassuming beauty.
- The park provides unparalleled paleo research opportunities by virtue of its high concentration of indigenous plant and animal species that occurred 35 million years ago. There are opportunities to research, compare, and contrast ancient ecosystems with the present, providing an opportunity to gain insights to our current ecological dilemmas.
- The park's hidden treasures--delicate fossils of insects and plants buried under 15 feet of rock--preserve future research opportunities that may unlock the mystery of a bygone era through the maturation of paleo resources.
- The park's paleo themes and natural and cultural resources, found in a natural context, provide many opportunities to educate people of all ages and to interact with nature.
- Enhanced by the high elevation, the night sky is relatively free of urban light pollution.
- The Hornbeck Homestead claim in the 1800's was the first to be filed in what was to become Florissant Fossil Beds' boundary. The homesteader, Adeline Hornbeck exemplifies the role of women in the settlement of the West and the role of western women in furthering the women's movement.
- The park contains significant structures and sites important from prehistory to western settlement and local history.
- The Monument was created entirely from private lands, which modern man used and modified. As a result, there is a matrix of natural and cultural components, that must be addressed in park planning and management.

Summary of Management Objectives, Obstacles, Owners, and Actions

The following management objectives and obstacles are categorized as Resource Management, Visitor Services, and Human Resources. Action statements and owners have been identified for the highest-priority management objectives in each category.

Table 1 - Resource Management

- The region is recognized as a world class paleo-fossil resource area ranging from delicate butterflies of Florissant Fossil Beds National Monument to the massive dinosaurs of Garden Park.

- research
- interpretation
- monitoring
- protection

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Unidentified and uninvolved partners.	Paul Trentzsch	Expand interagency coordination to include all parties as appropriate.
Lack of regional marketing plan.	Kent Borges	Meet with shareholders to identify scope of marketing plan. Develop marketing plan.
Lack of strategic direction to emphasize excellence of paleo resources.	Herb Meyer	Develop paleo resource management work plan.

- Park has world class collection management program that includes: adequate facilities, staff, equipment, strategies and plans.
 - security and protection
 - historic and paleo objects/archives
 - fossil lab

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
No collection management plan - strategy for management.	Mait Wilson	
No collection storage plan.	Mait Wilson	See statement below.
No collection condition survey.	Mait Wilson	A recent rehabilitation project at one of the park's facilities will allow the museum collections to be consolidated in one central location. This first phase of the collection relocation has been completed. The new collection storage location will provide improved storage conditions and correct many of the existing deficiencies. With the assistance of the park staff, a mini-Collection Storage Plan has been developed for the park. Required museum storage cabinets have been identified and will be purchased for the park using FY94 Museum Collection Preservation and Protection Funds. The first DRAFT of the mini-Collection Storage Plan has been completed and sent to the park for review and comment by the staff. The final survey report and the attached recommendations to correct identified deficiencies will be completed by March 31, 1994. Due to the relatively small size of the park's museum collections, a Collection Management Plan and a Collection Condition Survey will be produced in house by the park staff with the assistance of the regional, Washington offices and/or specialized contractors.
Lack of storage facilities, security, and protection.	Brian Lakes	Same as above.
Lack of staffing.	Margaret Johnston	Assess collection management staffing needs. Assess current interpretation and resource management staffing and reassign staff as needed.
Lack of funding	Regional Curator	Work with park staff to identify funding sources to correct problems and to submit the appropriate requests for funding.

· The park is managed in context of a larger ecosystem (regional context) recognizing the needs of park, local communities, other agencies, and private landowners. Partnerships have been developed to jointly pursue mutual objectives and mandated missions.

- maintaining scenery and landscapes
- local zoning/planning commissions
- understanding ecosystem needs
- sustainability
- understanding of ecosystem needs
- develop interactive community based decision making process, forum for partnerships and decision making
- community/local history research program
- tourism, economic development

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of understanding of stakeholder interests, values, and attitudes.	Superintendent	Shareholder interests/values/attitudes to be mutually defined in the process of developing individual partnership efforts.
Lack of community-based citizen advisory group or other established forum.	Cal Elder	Facilitate the role of a Teller County Tourism Committee.
Undefined ecosystem boundaries.	Superintendent	In cooperation with shareholders, the management boundaries should be mutually defined. The Office of Ecosystem and Strategic Planning will provide guidelines to help define ecosystem boundaries.
Lack of direction, understanding, and commitment to ecosystem management.	John Cook	The Regional Director will work with other regional directors, Washington Office officials, and public officials to develop a strategy for ecosystem management and funding priorities. The purposes of ecosystem management are: to sustain healthy ecosystems; provide a flexible, informed, and effective forum that involves all shareholders to "work through" choices related to land use, resource, economic, social, and political goals.

- Park monitoring program allows for measurement of change, develops management actions, and understanding of how these changes affect resources over time.
 - wildlife
 - vegetation
 - water quality and air quality
 - paleo/geological resources

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Incomplete strategy and plan for resource monitoring.	Margaret Johnston	Request final approval of Florissant Fossil Beds National Monument Resource Management Plan (draft in Rocky Mountain Regional Office).
Have not identified cooperating partners.	Superintendent	Partnerships to be developed based on needs of individual resource management projects.
Lack of equipment.	Margaret Johnston	Equipment needs to be identified in Resource Management Plan project statements.
Lack of staffing.	Margaret Johnston	Funds for staffing to be identified in Resource Management Plan project statements.
Stumps are deteriorating and require immediate protection.	Superintendent	Nominate priority project statements for appropriate funding sources. Work with the Friends of the Fossil Beds to construct temporary shelters.

- Restoration of Hornbeck Homestead is complete. The park's maintenance staff is a recognized leader in historic preservation.
 - interiors, furnishing, landscape

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
No historic landscape management plan.	Tom Snoke	Identify ways to develop a landscape management plan through the assistance of regional office staff and area partnerships.
No historic structures report.	Richard Cronenberg	The Historic Structures Report and restoration of Hornbeck Homestead requests should be incorporated into the Resource Management Plan. Ways are being explored to hire someone to complete the report in FY94.
Incomplete historic furnishings report.	Margaret Johnston	Identify lapses in existing report. Include wallpaper conservation analysis in historic structure report. (See above.)

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of adequate security.	Brian Lakes	A Florissant Fossil Beds National Monument Museum Fire Protection and Security Survey has been completed, and identified deficiencies have been corrected.
No collections management plan.	Dori's Kneuer	A collections management plan will be produced in house by park staff with the assistance of the regional office and specialized contractors.
Maintenance is understaffed to complete continual preservation work.	Tom Snoke	Additional funding and FTE have been requested through the FY96 budget call.

• Park has comprehensive research and resource management strategy that outlines specific goals to be achieved and projects to be carried out.

- analyze wildlife/in partnership with state habitat
- association with universities to promote for research
- proactive strategies
- developed in concert with all park staff, surrounding land management agencies and community shareholders
- paleo research
- adequate research equipment
- paleo monitoring program
- understanding of the geologic history/processes that created the fossil beds
- consistent answers/story of past and what happened
- ongoing research program

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of staff expertise.	Margaret Johnston	With FY94 base increase, hire a full-time paleontologist.
No resource strategy or priorities.	Margaret Johnston	Request final approval of Resource Management Plan (draft in Rocky Mountain Regional Office).
Have not identified resource management partners.	Superintendent	Partnerships to be developed based on needs of individual resource management projects.
Have not identified required professional working relationships.	Herb Meyer	Permanent park paleontologist to develop contacts with area/regional colleges, universities, and museums.
Connections with paleo researchers are largely unidentified.	Herb Meyer	Permanent park paleontologist to develop research opportunities with area/regional colleges, universities, and museums.

- Park has identified, and managed cultural and historic sites and stories of local, regional, and national significance.
 - F. Martin Brown and other significant researchers archival materials
 - establishment of park
 - Gold Belt tour
 - paleontologists
 - ethnographic assessments

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Don't know what all the stories are.	Margaret Johnston	Research and develop compelling stories concept for Florissant Fossil Beds historical resources.
Incomplete cultural sites inventory.	Adrienne Anderson	An estimated 75 percent of the Monument has received fairly thorough archeological survey Olson and Rowland (1975), Scott (1989), and LeFree (1990, 1991). These reports are on file at the Midwest Archeological Center, Lincoln, Nebraska. The Rocky Mountain Regional Office will evaluate the archaeological resources and collections described by Olson and Rowland (1975) to ascertain if they have the potential to be determined eligible to the National Register. The Monument has been requested to update its 10-238 for archeological inventory.
No ethnographic overview and assessment.	David Ruppert	The research for and completion of an ethnographic overview and assessment is based on regional and park funding priorities. The regional ethnographer will work with the Superintendent and park staff to set priorities of park's needs for ethnographic resource inventories. Park natural resource staff will work with the regional ethnographer to define an American Indian consultation plan for the park and to prepare a scope-of-work to conduct an ethnographic overview and assessment involving all ethnic groups having historic or cultural affiliation with Florissant Fossil Beds.
Inadequate communication mechanism to coordinate efforts and expertise with state and local cultural institutions.	Superintendent	Identify appropriate state and local resource contacts.

- Park has established a carrying capacity consistent with resource management and visitor experience objectives.
 - preserving values of quiet and solitude
 - landscape management/strategy
 - visitor use survey

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of understanding or regional economic development needs and visitor facilities in the region.	Wendy Straight	Obtain economic information from regional tourism and economic development organizations.
Incomplete resource management objectives.	Brian Lakes	Request final approval of Florissant Fossil Beds' Resource Management Plan (draft in Rocky Mountain Region).
Undefined visitor experience objectives.	Superintendent	Define objectives in Statement for Interpretation.
Lack of park expertise to define/identify visitor carrying capacity.	Superintendent	Investigate what other National Park Service areas have done, including the Visitor Experience and Resource Protection process at Arches National Park.

- Partnerships are an integral part of park management in the areas of resource protection, science, history, interpretation, tourism, community and economic cooperation, and decision making.
 - retain, enhance landscape and scenery values and quality
 - Ute Pass Area trail system
 - Environmental education
 - cooperative program with Garden Park and Bureau of Land Management

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Have not identified partners.	Superintendent	A number of "partners" and partnership opportunities have been identified and are ongoing; others will be facilitated on an individual project basis.
Lack of staffing.	Superintendent	Funding requested for additional staffing in FY96 budget call.
Lack of agreements, memorandums of understanding and written directives from park management.	Superintendent	A number of agreements have been achieved that direct involvement such as: the Gold Belt Tour, Bureau of Land Management coordination, Friends' fund raising efforts, the Ute Pass Trail Corridor, and interagency fire agreements. Other agreements will be facilitated on an individual project basis.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of communication between partners.	Cal Elder	Communications between groups with existing agreements (see above) is good. This action refers to lack of communication between groups with common interests but where a formal agreement is not in place. A Teller County Tourism Committee will be facilitated.
Lack of coordinated efforts to work with county/regional, planning, recreational development, etc.	Superintendent	Continue a high level of interagency involvement.
Conflicts with National Park Service policy (e.g., board membership).	John Cook, John King	There is authority and encouragement in policy, guidelines, and directives for parks to cooperate with groups outside the boundaries of a specific unit to help achieve a park's mission. The delegation of authority to park superintendents and the management style of empowerment of the Rocky Mountain Regional Director provides further responsibility to the Superintendent to explain this approach to both park staff and park shareholders.

• The park has comprehensive inventory of baseline resource information and the ability to manage and utilize that information.

- baseline inventories
- data management

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Inadequate data management system.	Brian Lakes	Work with Geographic Information System specialist at Curecanti National Recreation Area to develop GIS database.
Incomplete baseline information and inventories.	Margaret Johnston	Request final approval of Florissant Fossil Beds Resource Management Plan (draft in Rocky Mountain Region).
Compendium of resource legislation.		Nominate baseline inventory projects for appropriate funding sources.
	Brian Lakes	Develop reference binder of appropriate information.

Table 2 - Visitor Services

• Appropriate infrastructure, designed and maintained for sustainability and environmental sensitivity, exists to meet needs of the visitor.

- paleo lab
- visitor center/parking
- picnic areas
- trails
- exhibits, inside and outside
- cooperating association
- library
- maintenance facilities
- administrative facilities
- interpreters' workshop
- housing

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Incomplete construction documents.	Michael Snyder	Will work with Denver Service Center Central Team and try to determine when construction funds may be available. Following this determination, funds will be pursued to prepare construction documents one year prior to construction.
No line item construction funding.	John Cook	The park will receive a 5 percent increase in their base budget in FY94. The Superintendent will make priority decisions for the expenditure of this increase. At the Congressional hearing, Chairman Yates asked the attending regional directors if they had any comments. Bob Baker provided examples of impacts of budget shortfalls on parks and the need for increased budgets.
Lack of operational dollars for new facilities.	Superintendent	An operational base increase for funding and FTE to meet the needs of proposed development was submitted through the FY96 budget call.
Incomplete exhibit planning and design.	Margaret Johnston	Exhibit planning and design will be completed when planning funds are appropriated.
Incomplete cooperating association storage and sales plan.	Jo Beckwith	Cooperating association sales and storage needs will be addressed in final construction drawings when planning funds are appropriated. Contact regional cooperating association coordinator to review design plans.

• Florissant provides a year-round and a variety of quality interpretive programs that allow visitors to experience the compelling stories associated with the park, region and the world which are told inside and outside the park.

- natural history

- paleo story

- park's role in wildlife management

- global world

- cultural history

- establishment of monument and National Park Service role

- Hornbeck Homestead

- land use and evolving landscapes

- Homestead Act and influence on monument

- women in the west as exemplified by Adeline Hornbeck, Estelle Leopold, Betty Willard, Vim Wright-Crane

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Have not identified compelling stories.	Margaret Johnston	Research and develop compelling stories concept for Florissant Fossil Beds National Monument.
No research for development of program(s) to convey compelling stories.	Margaret Johnston	Contact other fossil parks for ideas for compelling stories media.
Lack of funding	Superintendent	Funding for an education/interpretive specialist position and program support was requested in the FY96 budget call.
No strategy for telling the compelling story.	Margaret Johnston	To be developed based upon information from research on stories concept and information from other parks on ideas for compelling stories media.

- The park and surrounding communities and interests understand who the visitors are, where they are from, and their expectations and needs.
 - demographics
 - partnership with Teller County Tourism and other agencies and interests
 - accommodations
 - interactive park video
 - flexibility

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
No comprehensive visitor survey.	Margaret Johnston	Obtain information on visitor use surveys. Request funding for and conduct appropriate survey.
No vehicle to facilitate communication among partners.	Wendy Straight	Facilitate Teller County Tourism Committee.
No consolidation of information in a usable format.	Wendy Straight	Develop regional tourism database.

- The park and surrounding communities meet the needs of the visitor before, during, and after their visit.
 - marketing
 - signs
 - brochures
 - overlooks on highway
 - flexibility

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
No marketing strategy.	Wendy Straight	Work with area Chambers of Commerce to identify needs.
No signs on Interstate.	Superintendent	Continue to push Colorado Department of Transportation for approval.
Lack of appropriate infrastructure.	Superintendent	Facilitate Teller County Tourism Committee.
Lack of regional accommodations for increased visitor numbers.	Wendy Straight	Emphasize need to Teller County Economic Development Corporation.
See compelling stories management objective.		
See carrying capacity management objective.		

- Florissant is a recognized leader in providing environmental education opportunities to regional schools.
 - graduate level credit is provided by workshops for teachers
 - cooperation with community groups in seeking funding for field trips
 - cooperate with and augment existing public and private environmental education programs
 - augment school curriculums
 - based on park resources

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Have not identified who can provide graduate level status.	Laine Weber	Contact educational institutions in Colorado Springs for teacher seminar accreditation.
Lack of funding for school field trips.	Laine Weber	Funding for education/interpretive specialist and program support (including travel) was submitted in FY96 budget call.
Environmental education goals are not refined.	Laine Weber	Clearly define environmental education goals.
Program range or audience have not been refined.	Laine Weber	Determine grade levels in the development of fossil park curriculum.
Have not identified other environmental education program to coordinate efforts.	Laine Weber	Identify programs provided in regional communities by other agencies.
Have not identified staffing needs.	Margaret Johnston	Funding for education/interpretive specialist was submitted in FY96 budget call.

- Outreach program attracts visitors of all ages to the park, and promote awareness and appreciation of the resources at the park and the National Park Service mission.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of trained staff to implement existing program.	Margaret Johnston	Funding for an educational/interpretive specialist was submitted through the FY96 budget call.
Lack of equipment and supplies.	Margaret Johnston	Funding for program support was submitted through the FY96 budget call.
Have not identified the range of the outreach program.	Margaret Johnston	Clearly define outreach goals.
No comprehensive outreach strategy.	Margaret Johnston	Based upon clearly identified goals (see above), prepare a plan for implementation.
Incomplete knowledge of the tools available for outreach.	Laine Weber	Contact other fossil parks for reference materials and attend a national interpretation conference.

Table 3 - Human Resources

- Park has adequate funding and staff that reflects the population diversity of the region to provide quality visitor services, resource management, maintenance and administration.
- grade levels reflect the reality of position responsibilities
- professionalization of science and research programs

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of funding.	John Cook	The park received a 5% increase in their base budget in FY94. The Superintendent will make priority decisions for the expenditure of this increase. At the Congressional hearing, Chairman Yates asked the attending regional directors if they had any comments. Bob Baker provided examples of impacts of budget shortfalls on parks and the need for increased budgets.
Lack of staff.	John Cook	The park received a 5% increase in their base budget in FY94. The Superintendent will make priority decisions for the expenditure of this increase.
No position classification.	Sheryl Sether	Ranger careers will be implemented in FY94. All permanent positions will be reviewed through classification by the end of FY94.
No permanent staff paleontologist.	Margaret Johnston	A permanent paleontologist was hired in FY94.
No staffing strategy.	Superintendent	Staffing needs associated with proposed development was submitted through the FY96 budget call.
Have not evaluated work processes to increase efficiency.	Superintendent	Work processes will be evaluated based on new information on re-engineering work in FY95.
Inadequate support from regional Equal Opportunity Office.	John King	The region has entered into an agreement (beginning in FY94) with recruiter Diane Sontag to coordinate the affirmative action recruitment program for the Rocky Mountain Region. We anticipate a much improved and systematic approach to our affirmative action efforts due to this agreement.
Limited career path in park hampers recruitment efforts.	Sheryl Sether	Implementation of ranger careers in FY94 affords rangers a GS-5/7/9 career progression.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Inflexible staffing strategies create barriers to employment.	Superintendent	Develop a plan for conversion of temporary and seasonal staff based on Washington direction. Nominate park for intake position. Identify opportunities for cooperative education program.

- Adequate facilities are available for employees to perform their duties in a professional work environment.

- sufficient work space
- storage
- furniture and equipment
- privacy
- environmental controls

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
See Visitor Services.		

- Staff and volunteers are supported with adequate training.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
No interim training manual.	Margaret Johnston	Update existing seasonal training manual.

- State-of-the-art computers and telecommunications equipment facilitate efficient administrative services and operational support.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Have not determined telecommunication and computer needs.	Sheryl Sether	Work with regional telecommunications staff to upgrade telephone system and network computers. Funding for system upgrade was approved in FY94.
Lack of funding	Superintendent	

- Communication and information networks are in place with local/state/national individuals, groups, agencies and organizations.
 - park staff involved in community organizations
 - tourism promotion a cooperative effort
 - familiarization exchanges abound

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
No vehicle exists to facilitate communication between ALL partners.	Cal Elder	Facilitate development of a Teller County Tourism Committee.
No formalized familiarization training.	Sheryl Sether	Work with area Chambers of Commerce on developing familiarization training.
Lack of ability to use existing funds or identify new funds in partnerships.	Sheryl Sether	Research regulations on use of funds for interagency and partnership programs.

• Internships are established providing individual opportunities and program support.

- science and research
- interpretation and resource management
- maintenance and historic preservation

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of housing for interns.	Carm Cronin	Florissant Fossil Beds National Monument is listed in the Five Year Plan, Park Environments 2000 for proposed construction of two duplexes in the year 2000 at a cost of \$1,600,000, package #103. Florissant is listed on the Servicewide priorities for line item construction. Provide justification for housing need. Define number of units needed, type of unit, and time frame. Develop a partnership with local community, media, chamber, and businesses to determine availability of construction of housing in nearby area. Provide summary of planning documents submitted and approved. Determine availability of utilities. Develop site plans. Work with regional office to develop analysis of necessary funding. Determine best method of acquisition.
Lack of office and research space.		See Visitor Services.
No formal internship agreements.	Bill Dexter	Work with educational institutions to develop internships or graduate programs to facilitate monument research.

- Housing is available for temporary employees and to support VIP's, interns and visiting researchers.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
See Visitor Services.		

- Benefit packages are provided for all employees whether temporary or permanent.

Obstacles to Achieving Objectives	Owners of Obstacles	Actions
Lack of authority.	Alex Young	There is legislation pending before Congress that will extend benefits coverage (life insurance, health insurance, and retirement) to temporary employees. Benefits for all employees are regulated by law and interpreted by the Office of Personnel Management. The National Park Service as a part of the Reinventing Government initiative has taken a position in support of a total benefits package for both permanent and temporary employees. We will continue to press for such a program.

Glossary

Purposes are the reasons for which the park was set aside as part of the National Park System. Purpose statements are based upon legislation and legislative history.

Significance is summarized in statements that capture the essence of the park's importance to our natural and cultural heritage. Significance statements are not an inventory of significant resources, rather they describe the importance or distinctiveness of the aggregate of resources in the park.

Management objectives are broad conceptual descriptions of what the park could be like, based on the kinds of resource conditions and visitor experiences the park wishes to provide. Management objective statements describe desired ends, not specific solutions or means of accomplishing ends.

There are **obstacles** or impediments to reaching management objectives. Obstacles identify the problems, they do not identify the solutions.

Ownership identifies the responsible individual or group that can resolve the obstacle or problem. Owners may be identified as an individual in the park, region, or Washington office, as well as interests from outside the NPS.

Resolution of obstacles by owners are **actions**. High-priority actions are included in annual performance standards to better measure implementation and success.

Evaluation and feedback evaluate accomplishments and provide direction to ensure objectives are being achieved. Evaluation will be carried out through annual performance standards and appraisals, and the regional office will oversee a master list of actions.

Management objectives are cornerstones of the **Program and Project Formulation System (PPFS)**. The PPFS ensures that all program and project requests are consistent with park purpose and significance, biographic area strategies, and the Rocky Mountain Region's Five-Year Vision.

Appendix

To be added later

